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12 April 1950

TO : TRD Policy Committee

FROM : Chief, Assessment Staff

SUBJECT: Qualifications and Work Responsibilities for the Position of Chief, Assessment Staff. Present rating, GS-14. Proposed rating, GS-15.

1. The qualifications for this position are as follows:

- a. Full Fellow of the American Psychological Association.
- b. Service as a member of the armed forces, as an officer, during World War II with combat and overseas, operational intelligence experience.
- c. Training and experience as an intelligence officer in both OSO and OPC-type activities, preferably with OSS, SSU, CIC, or CIA.
- d. Versatility of interests and aptitudes, and experience in occupations other than psychology.
- e. At least seven years' experience in problems of the psychological selection and classification of adults; at least four of these years must have involved experience in the clinical appraisal of adult cases requiring special skill in interview techniques.
- f. Ph.D. Degree in psychology, with successful completion of advanced graduate courses in statistics and experimental psychology.
- g. Initiative, emotional stability, social maturity, sophistication and poise. Sensible, practical, industrious. Pleasing, well-balanced personality.
- h. At least three years' experience in actual and practical selection-assessment procedures, preferably with CIA and its predecessor organizations.
- i. Author of reports, articles, and psychological tests (classified or unclassified) dealing with problems relevant to assessment.
- j. Professional recognition as a psychologist by inclusion in such biographical publications as: American Men of Science, Who's Who in Education, Who Knows - And What, and the national scientific honorary society, Sigma XI.

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k. At least five years' employment by an intelligence agency of the United States.

2. The work responsibilities for this position are as follows:

- a. He recruits, trains, and directs all Assessment Staff personnel.
- b. He is responsible for the accuracy of all psychological diagnoses made by the Assessment Staff, and personally undertakes the most important cases, or cases which present difficulties of diagnosis.
- c. He approves and, if necessary, revises all final Assessment reports before they are distributed to division and staff chiefs.
- d. He determines standards for the Assessment Staff and guides the Assessment program in all its work.
- e. He is responsible for setting up and directing the Assessment programs involving semi-covert, covert, and paramilitary personnel.
- f. He originates policy plans and submits such plans for discussion and approval to those in command.
- g. He confers with assistant directors, program, division and staff chiefs for ways and means of improving Assessment predictions, and designs and carries out psychological experiments for checking on the validity and reliability of results.
- h. He originates and develops Assessment plans for future needs, including wartime operations.
- i. He maintains a list of competent psychologists available for wartime needs, and conducts such liaison and correspondence with them and with others as will insure the recruitment of the best possible psychologists for the Assessment Staff and for the organization when he is called upon to suggest psychologists.
- j. He is responsible for maintaining and implementing a rotation program for the Assessment Staff.
- k. He is responsible for developing the overseas assessment programs and in training personnel for such responsibilities.
- l. He conducts and is responsible for a training program for the Assessment Staff so that the members of the Assessment Staff will be kept abreast of all the important and relevant operational needs which will help to do a better job.
- m. He serves as a psychological consultant to AIBSO, ADPC, division

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and staff chiefs, and also to other offices and divisions of CIA when authorized to do so.

n. He carries all the responsibilities of the senior psychologist when a senior psychologist is unavailable for such duties. These responsibilities are as follows:

- (1) He is competent in the administration and interpretation of tests of intelligence, personality, temperament, attitudes, memory, perception, current affairs, vocabulary, logical reasoning, and vocational interests.
- (2) He is competent in drawing logical and relevant conclusions from tests and relating and synthesizing the test results with observations, situation results, and interviews.
- (3) He is competent in developing new tests required by the Assessment Staff and in modifying any existing psychological test. (To be able to do this he must have had experience in test development, and he must be familiar with sampling procedures, item analyses, and techniques of validity, reliability, and standardization).
- (4) He must be skillful in the design of psychological experiments, in the analysis of psychological statistics, and in the preparation of professional psychological articles summarizing the results of psychological experiments.
- (5) He must be skillful in conducting psychological interviews and in probing the conscious and unconscious thoughts, moods, feelings, and interests of human beings.
- (6) He must be adept in arriving at accurate psychological diagnoses.
- (7) In presenting final assessment results, he must be able to organize and lead conference-discussions, and then, later, prepare explanatory, concise, and objective written Assessment reports.
- (8) Capable of serving as a psychological consultant to other units of CIA on problems of applied psychology.
- (9) Capable in devising and skilled in participating in work-sample and situation tests.
- (10) Adept in analyzing life histories and deriving the significant vocational-placement factors from such analyses.
- (11) Skillful in spotting persons who are emotionally unstable, seriously neurotic, psychopathic, psychotic, or perverted.

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(12) Competent in determining the psychological test batteries applicable in each Assessment case and guiding the junior psychologist or psychometrist who applies the test batteries.

(13) Competent in the supervision of junior psychologist, psychometrists, statistical analysts, research assistants, and stenographers.

(14) Originates ideas and formulates plans for the most effective placement and vocational utilization of new OSO/OPC/CIA employees who are assessed.

(15) Reassesses OSO/OPC/CIA employees who have become vocational and emotional problems and draws up individual programs of vocational placement, retraining, and/or separation.



Chief, Assessment Staff

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